

TD's Approach to Mental Health in the Workplace

At TD, our purpose is to reimagine what banking can be for our clients, colleagues and communities. As an employer, we recognize the importance of our role in supporting the mental health and total well-being of our colleagues. We continue to invest in our colleagues' mental health by providing them with a safe, inclusive and supportive work environment, where they can feel a sense of belonging and achieve personal and professional growth. Through our focus on total well-being, we can help our colleagues reach their full potential, enable a caring environment and deliver on our strategy, because when colleagues feel their best, they are more likely to perform their best.¹

Our Approach to Well-being

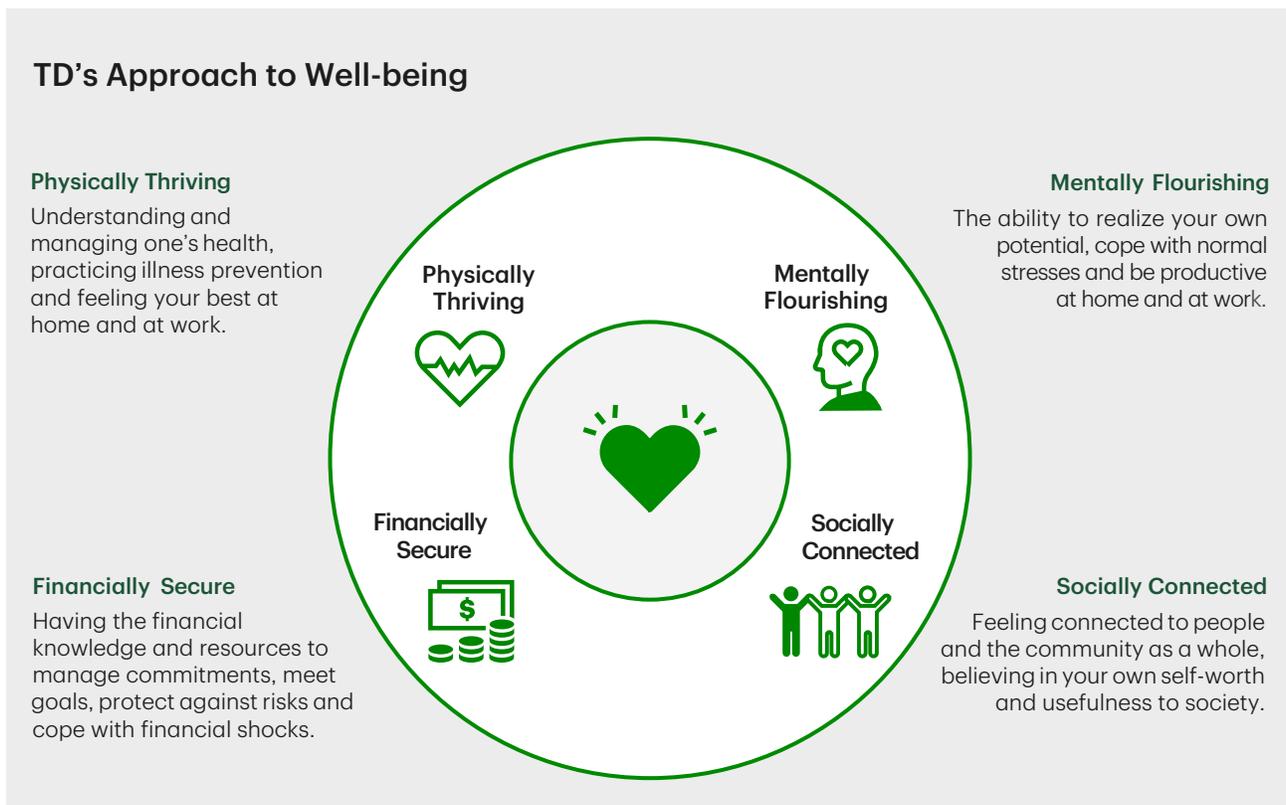
TD's approach to mental health is part of our holistic approach to colleague well-being, through which we strive to create better health outcomes for approximately 100,000 colleagues across our global footprint. Our approach is guided by our global well-being framework, which recognizes the diverse nature of our colleagues' needs and aims to support their total well-being through four interconnected pillars: (1) physically thriving, (2) mentally flourishing, (3) financially secure and (4) socially connected. This framework recognizes that well-being is multidimensional and guides our efforts to support the entire well-being of our colleagues.

In keeping with our focus on colleague mental health, our "mentally flourishing" pillar (depicted in the graphic on this page) guides our efforts to foster an environment where colleagues can realize their potential, cope with typical stresses and be productive in their personal lives

and at work. We recognize that work is only one component of our colleagues' lives, and we strive to provide them with an environment where they can thrive both inside and outside of the workplace.

Through our approach to total well-being, we provide comprehensive programs, policies, resources and supporting services to help our colleagues assess, manage and improve their well-being across each of our four pillars. We annually review our offerings to help us remain responsive to the needs of our colleagues in a rapidly changing world.

To learn more about TD's approach to well-being and how we are caring for our colleagues, see page 42 of our [2025 Sustainability Report](#) and page 14 of our [2025 Annual Report](#).



¹ World Health Organization. September 28, 2022. Mental health at work [online]. Available at: <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>.

TD's Approach to Mental Health in the Workplace continued

Governance and Management

TD's Human Resources (HR) group is responsible for the day-to-day management of TD's strategies, programs and policies designed to support colleague well-being. We have a Retirement, Benefits and Well-being team within HR dedicated to helping TD deliver programs, policies and resources that are tailored to the local level and personalized for our colleagues' needs, including resources dedicated to supporting better mental health outcomes.

The Human Resources Committee (HRC) of the Board of Directors is responsible for overseeing and monitoring the Bank's policies and programs in place to support a healthy and safe workplace and business environment for employees, to promote employee well-being and engagement and to support the inclusive culture of the Bank.

[For more information on the HRC, TD's Human Resources Committee Charter.](#)

Additionally, TD continues to use the Canadian National Standard for Psychological Safety (the "Standard") as a guidepost for our HR programs and policies. The Standard is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.² For example, the Standard helped inform the development of our Psychological Safety course for people managers. We also work with third-party consultants to conduct benchmarking of our well-being strategy. We then use the results of the benchmarking to inform and refine our strategy as appropriate.

Supporting Commitments

TD has several commitments that directly and indirectly support our approach to well-being by enhancing our colleagues' mental and overall health. These commitments include the following:

- **Commitment to a Respectful Workplace:** TD unconditionally prohibits and will not tolerate, ignore or condone harassment, discrimination or violence (including sexual harassment/violence), collectively referred to as "Unacceptable Behaviour," as outlined in our enterprise Respectful Workplace Policy. We recognize that Unacceptable Behaviour can negatively impact mental and overall well-being. Our position in support of a safe and respectful work environment for our colleagues, directors and third-party workers globally is outlined in our [Summary of Respectful Workplace Policy](#).
- **Commitment to Fair Pay:** We know that financial well-being can play an essential part in our colleagues' overall well-being. In keeping with this understanding, TD is committed to providing fair compensation, supporting the financial well-being of all colleagues' overall well-being. In keeping with this understanding,

TD is committed to providing fair compensation, supporting the financial well-being of all colleagues. For more information on our commitment to fair pay, see TD's Approach to Fair Pay.

- **Building Inclusive and Empowered High-Performing Teams:** TD strives to hire and develop the best talent to serve our clients and communities. Our talent development and recruitment activities support our ability to build a highly engaged and competitive workforce from across the communities where we live and work. To build an inclusive, empowered, high-performing organization, leaders at the Bank are expected to nurture an organization where all colleagues feel they belong, are supported, and have the full opportunity to thrive and contribute to TD's success.

Every Colleague Has a Role to Play

At TD, we believe every colleague has a role to play in fostering positive mental health at work. As such, we aim to provide all colleagues with the resources, support and training they need to help bring TD's purpose, promise and culture to life.

Colleague to Colleague Support

Through our Well-being Ambassador Program, we empower colleagues to become champions for mental health in the workplace. Our Well-being Ambassadors are comprised of a network of representatives within our businesses across Canada, the U.S., Europe and Asia who help share well-being resources and tools with fellow colleagues, raise awareness of available programs and services, and serve as a bridge between local colleagues, leadership and TD's Retirement, Benefits and Well-being team. We welcome colleagues across our lines of business to become Well-being Ambassadors and provide them with training on well-being topics and available resources so they can better inform and support their colleagues.

We also recognize the important role that people managers play in our colleagues' well-being. Through our approach to career planning and development, people managers can help colleagues realize their full potential by providing them with support to identify opportunities to grow their careers at the Bank. To provide colleagues with ongoing support, we leverage our Mid Year and Year End check-in processes for colleagues to discuss their progress against their objectives, performance and career development plans with their people managers on a regular basis. Colleagues are also encouraged to set objectives and discuss career development at the start of each fiscal year, so they are clear on what they are working to achieve throughout the year and beyond. These check-ins allow us to support colleagues' mental well-being by providing them with consistent coaching, feedback and support to help them achieve their career aspirations.

² Mental Health Commission of Canada. National Standard [online]. Available at: <https://mentalhealthcommission.ca/national-standard/>.



TD's Approach to Mental Health in the Workplace continued

To help colleagues grow their careers at the Bank, people managers guide colleagues to the available tools and opportunities to help them achieve both personal and professional growth, from short-term assignments to new career opportunities. At TD, career planning provides colleagues with the opportunity to explore, plan, activate and grow their careers and is one way we are working to incorporate mental well-being considerations into career planning and development. For example, we encourage colleagues to consider not only their career values but also their lifestyle values when building a vision for their career. Our approach to career planning reflects TD's commitment to helping colleagues do their best work and grow in ways that feel meaningful to them. Shaped by the TD Way and brought to life through our colleague experience, we offer opportunities to own the right outcomes, work at the speed of change and build a dynamic career with a team that celebrates wins together. [To learn more about our approach to career planning and development](#), see page 41 of our [2025 Sustainability Report](#).

Developing Our Leaders

We believe that our people managers can help further our winning culture. We reinforce the importance of promoting well-being through programs like Path to Leadership. This 7- month program, focuses on helping first time and new to TD people managers strengthen their leadership capabilities so that they feel confident in their roles and can effectively support their teams. We incorporated topics of mental health and psychological safety into the curriculum to help equip people managers with the knowledge and tools required to better support their own well-being as well as their team's. Additionally, we have a module focused on building everyday inclusion habits, which is designed to provide people managers with the knowledge and skills to lead high performing teams, foster belonging in the workplace and promote an environment that fosters a culture where team members feel respected, valued and included.

People managers also have access to a range of training modules and resources to help build mental health awareness, develop stress management and resiliency skills and contribute to a mentally healthy workplace. For example, in Canada our Fundamentals for Workplace Mental Health Training includes a course designed for people managers called Leading a Mentally Healthy Workplace. Other courses in our Fundamentals for Workplace Mental Health Training, which are available to all colleagues in Canada, include: 1. Mental Health Awareness and Reducing Stigma as well as 2. Coping Skills, 3. Assisting Others and 4. Getting Support. In the U.S., we launched a new People Manager training called Notice and Respond. In 2025 we had over 1,800 people managers attend the live training to learn ways to identify a potential mental health crisis within their teams and how to appropriately respond to concerns. The vast majority of participants after the training said they felt more confident leading their teams and supporting colleagues. In addition, our Mental Health for

Managers Toolkit provides people managers with tools and resources to help foster an open and transparent work environment, free from stigma. This includes a 'Reset and Re- energize Guide' for People Managers with well-being tips for managers to help colleagues feel motivated, energized and appreciated.

Embedding Mental Health Throughout the Colleague Life Cycle

We believe in promoting and supporting mental health at all stages of our colleagues' journey with TD, starting from day one. Below are some of the ways we are working to support mental and overall well-being throughout the colleague life cycle:

- During recruitment, we strive to attract the best talent with our comprehensive total rewards package, which is designed to support colleagues' and their families' physical, financial and mental well-being. To reflect our focus on supporting colleagues' mental health, our total rewards package highlights time-away-from-work options, flexible work options with regards to both the colleague's working location and schedule (see next section for details), reward and recognition programs, mental health awareness training and more.
- We encourage meaningful conversations on mental health topics throughout colleagues' time at TD. Recognizing that people managers may be the first to recognize a change in their colleagues' mental well-being, we offer a Manager Conversation Guide to help people managers facilitate conversations with colleagues about their mental health and encourage regular follow-ups to reinforce continued support.
- Our comprehensive disability program includes short- and long-term disability support for a range of illnesses, including mental health illnesses. When a colleague is ready to return to the workplace, our third-party vendor works closely with the colleague, their treating physician and their people manager to build a return-to-work plan. This may include readiness programs as well as accommodations, including modified hours or shifts and/or conversations to address non-medical barriers such as job accountability or home life challenges.



TD's Approach to Mental Health in the Workplace continued

Providing Support Through Programs, Services and Resources

At TD, we provide a range of programs, services and resources to support colleagues' mental well-being – both in times of need and for proactive self-care. Our programs help meet the needs of our colleagues by being accessible at a TD workplace, at their homes and on the go. Some examples of our programs, services and resources to support colleagues' mental well-being include the following:

- Our Employee and Family Assistance Program (EFAP), which offers confidential, third-party counselling and referral service to help with a wide range of life events, including mental health challenges, family issues, financial issues and more. Our EFAP is available to all colleagues and their immediate families globally, as well as short-term contract colleagues. People managers also have access to dedicated support for assistance with navigating sensitive situations. In 2025, we expanded our EFAP programs in Canada and the U.S. to include enhanced mental health support, offering 24/7 care navigation, a better user experience, and smooth transitions to extended benefits. We also continued to amplify communications on EFAP services to raise awareness, including specialized webinars and incorporating EFAP content in newsletters and Well-being Ambassador materials.
- Virtual healthcare, providing access to on-demand, 24/7 medical consultations, including support from nurse practitioners to assess immediate mental health problems.
- In Canada and U.S., our well-being apps provide colleagues with a consumer-grade user experience, with useful and personalized well-being content and tools. As of October 2025, over 25,000 TD colleagues in Canada and their dependents have joined the app, and over 12,600 TD colleagues in the US have joined.
- A well-being resource hub on our intranet to help colleagues learn about the programs and support available to help their well-being. For example, we offer monthly virtual yoga sessions to all colleagues globally, which aims to support colleagues' mental and physical well-being through benefits like deep relaxation, improved sleep and digestion and faster muscle recovery.
- Paid and unpaid time off to help support personal and family well-being. In Canada, this includes up to two paid days off for personal reasons, including religious or cultural holidays or personal or family well-being and up to three paid days off to focus on the health or care of family members, responsibilities related to the education of family members under 18, or urgent matters concerning family. In the U.S., this includes seven days of flex paid time off annually, which can be used for any reason.

- Flexible work options, which include, where possible, a compressed or reduced workweek, job shares, transition to or from regular hours when returning from a leave of absence or preparing for retirement and opportunities to work remotely. We strive to support colleagues to meet the demands of their work and personal lives, supporting their mental and overall well-being.
- Mental health benefits coverage, offering eligible colleagues varying coverage for a range of practitioners, such as psychologists, family therapists and marriage counsellors, registered clinical counsellors and more. This coverage supports the diverse mental health needs of our colleagues, from mental health assessments, diagnoses and treatments to short-term counselling for stressful events.

For more information, see our [Summary of Benefit Programs](#).

Engaging Our Colleagues

At TD, we are building a workplace that enables great talent to achieve their full potential. We prioritize listening to our colleagues, measuring sentiment and feedback, and acting on what we hear. This commitment to open dialogue and continuous improvement helps build trust, psychological safety, and a caring work environment. By taking accountability, acting with courage, and living inclusion, we ensure that every voice matters and that colleagues are engaged and empowered to drive outcomes together.

In 2025, we continued with our annual TD Pulse survey, which included questions about inclusion and well-being, to help us monitor and identify new trends and opportunities to advance the colleague experience. Survey results that were shared with senior leaders, as well as the Human Resources Committee of the Board of Directors, indicated that colleagues feel included, respected, and positive about themselves at work, reflecting sustained commitment to our colleague experience.

Additional targets and results from our TD Pulse survey can be found on page 42 of our [2025 Sustainability Report](#). These targets and results can also help us uncover insights needed to learn more about colleagues' mental well-being. For example, providing an inclusive place to work can foster a sense of belonging and help colleagues feel comfortable bringing their authentic selves to work, both of which can contribute to better mental health.



TD's Approach to Mental Health in the Workplace continued

Raising Awareness

At TD, we know the importance of being open about mental health and how it can help foster an inclusive, accessible environment where all colleagues can contribute and feel valued, respected and supported. Below are some of the ways we are working to raise awareness and be open about mental health:

- Each year, TD recognizes Mental Health Awareness Month. In May 2025, through our "Show up for Mental Health" campaign, we provided tips, hosted webinars and shared colleague stories to help educate, engage and reinforce TD's commitment to well-being. We also provided colleagues with tips on how to show up for themselves and others using the 3 C's: clarity, compassion and community.
- We encourage colleagues to lead and contribute to mental health initiatives in the workplace. For example, as part of our 2025 Mental Health Awareness Month campaign, our Retirement, Benefits & Well-being team hosted a webinar with TD's Chief Medical Director on staying resilient during challenging times.
- In November 2025, we developed a global Men's Health Hub including a targeted section on men's mental health with resources, tips and information on TD benefits to get men thinking proactively about their health. The hub was promoted in an enterprise web article by four senior executives who shared their own experiences in an effort to break stigma and encourage open communication.
- TD Central Communities are the virtual spaces we provide for colleagues to connect and collaborate around topics of interest, and to share knowledge, ideas and experiences. Our TD Well-being Community serves as the destination for our Well-being Ambassador Program campaigns, including a dedicated section on mental/emotional well-being, as well as a library of well-being resources for colleagues. As of December 2025, the community had over 7,000 subscribers.
- TD also brought its Canadian and American Disability Central communities under one group and banner to provide a collaborative and interactive resource hub for information, updates, news, events, colleague blogs and inclusive leader messaging. This Disability Inclusion community has almost 3,000 members, spanning geography, Lines of Business, job level, and types of disability. Additionally, colleagues can form their own communities to connect with and support their fellow colleagues. For example, the Disability Inclusion at TD community provides additional support networks for parents, caregivers, family members and friends supporting people with disabilities, creating a safe space for colleagues to share stories, provide support and resources and empower one another.
- On our TD Stories websites in Canada and the U.S., we publish articles to raise awareness on mental health, ranging from spotlights on our Well-being Ambassadors to leader Q&As on how businesses can promote the mental wellness of their employees. We also publish first-person accounts about colleagues' mental health journeys. For example, in honour of Mental Health

Awareness Month in 2025, we featured a colleague who shared her story on how her TD community helped her navigate her mental health journey. We also shared a story from a senior leader on his experience with mental health the importance of mental health as a business imperative.

- These stories are shared across our Canadian and U.S. social media and internal communication channels to help further educate, raise awareness and reduce stigma around mental health. Additionally, to expand our support, we publish articles that are available to the public, to help raise awareness of mental health among our clients and communities.
- On our external career pages, we leverage colleague storytelling to help foster inclusion at TD. For example, our career page for people with disabilities features stories from colleagues across varying levels of the Bank, including one colleague's journey living and excelling with anxiety.
- The U.S. hosted their annual Move More Challenge in September 2025. The challenge engaged 3,375 participants, forming 672 teams, walked 583,271,183 steps (equivalent to 291,636 miles) during the 3-week challenge.

Expanding Our Support into Our Communities

At TD, we're working to build better mental health in the workplace and beyond. In addition to our efforts to support the mental well-being of our colleagues, we support mental health initiatives across the communities we serve through the TD Ready Commitment, our Corporate Citizenship platform.

The TD Ready Commitment aims to help support underserved communities by driving progress towards four areas that we call the Interconnected Drivers of Change: Financial Security, Vibrant Planet, Connected Communities and Better Health.

Through our Better Health driver, we continue to support mental health initiatives, such as the following examples featured in our 2025 Public Accountability Statement:

- TD provided a \$2 million donation to St Michael's Hospital Foundation to help expand two programs that support people experiencing homelessness and older adults facing social isolation in Toronto. The funding will help St. Michael's continue to embed outreach-navigation workers within clinical teams and strengthen its social-prescribing program for adults 55+. Together, St Michael's expects these initiatives will reach an additional 1,600 people over the next five years, connecting patients with supports available through the hospital and local community organizations. Through this contribution, TD continues to support efforts that help improve access to tools and resources for people facing barriers to care.

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